

# Agency Strategic Plan

## Department of Employment Dispute Resolution

### Agency Mission, Vision, and Values

#### Mission Statement:

The mission of the Department of Employment Dispute Resolution is to provide state employees and agencies with a range of equitable and effective services -- including the grievance procedure, mediation, training and consultation -- to prevent, manage and resolve workplace disputes.

#### Agency Vision:

EDR will

- help foster through its services a positive, productive workplace, where conflict is addressed constructively, at the lowest level and earliest opportunity, allowing employees to focus on service excellence
- be known as a valued and impartial resource by employees and agencies throughout the state, who are informed of EDR's services and comfortable accessing them

### Agency Executive Progress Report

#### Current Service Performance

Since July 2002, EDR has measured its performance in three of its core statutory services: the state employee grievance procedure, workplace mediation, and conflict management & resolution training. These measures track timeliness, customer satisfaction, and/or quality indicators associated with the three core services, and show overall high customer satisfaction, quality, and timeliness. This is especially significant given the 18.8% cut in EDR's total staff, including a 28.6% cut in its direct service consultant staff, during the 2002 budget cuts, leaving EDR with its current staffing level of 13 filled salaried positions and one temporary part-time wage employee. The narrative below details EDR's performance measures data for FY2005:

#### State Employee Grievance Procedure:

##### (A) Hearings

- GOAL: On average, hearing decisions by full-time hearing officers are issued within 40 calendar days or less from assignment. RESULT: 39 days
- GOAL: At least 80% of the parties to grievance hearings rate the hearing services they receive from full time hearing officers as good (4) or excellent (5) using a 5-point scale. RESULT: 89%

##### (B) Rulings

- GOAL: On average, administrative rulings are investigated, drafted, approved and issued within 60 calendar days or less of EDR's receipt of the ruling request. RESULT: 62 days NOTE: In the 4th quarter of FY2005, EDR reached and surpassed its 60-day target for the first time, achieving a 62% decrease in the amount of time taken to issue administrative rulings, dipping from 105 days for the first quarter of FY2003 to 40 days for the 4th quarter of FY2005. This achievement resulted from steady and determined progress over the past three years. Maintaining this 60-day target average while providing other mandated services will still remain a challenge because the 2002 budget cuts eliminated 28.6% of the agency's direct service consultant positions.
- GOAL: At least 80% of EDR's Grievance Administrative Rulings that are appealed to circuit court are upheld. RESULT: 70% NOTE: In FY2005, EDR issued 148 administrative rulings that were appealable to the circuit court, and EDR received only 10 circuit court appeal decisions. Of those ten, only one reversed EDR in full, and two reversed EDR in part, resulting in the 70% affirmance rate (7 out of the 10 appealed rulings were affirmed in full). In each of the 3 reversals EDR's rulings had been based on controlling state human resources policies.

#### Workplace Mediation:

- GOAL: On average, EDR screens and schedules two-party mediations within 25 calendar days or less of the participants' request. RESULTS: 14 days
- GOAL: At least 85% of two-party mediation participants agree (4) or strongly agree (5) that EDR's

# Agency Strategic Plan

## *Department of Employment Dispute Resolution*

---

mediation services are objective and of high quality, using a 5-point scale. RESULTS: 98%

Conflict Management & Resolution Training:

- GOAL: At least 85% of training attendees agree (4) or strongly agree (5) that they are satisfied with the quality of EDR's training services, using a 5-point scale. RESULT: 100%

### **Productivity**

As of July 1, 2005, EDR employed 13 full-time equivalent (FTE) salaried employees and one part-time wage employee. This represents a decrease of 18.8% in total staff and a 28.6% cut in its direct service consultant staff since 2001. Despite these staffing cuts, as reflected in the Service Performance section of this plan, EDR continues to deliver timely, high-quality services to constituents.

However, as EDR boosts its efforts to better inform state employees of EDR dispute resolution programs, maintaining a high level of service will become increasingly difficult without additional funding. As of June 30, 2004, there were 92,844 full-time equivalent (FTE) salaried state employees in the executive branch, resulting in a ratio of 1 EDR employee to every 7142 FTE salaried employees.

EDR's general funding in fiscal year 2002 was \$1,136,237, but as a result of budget reductions, general funding is \$943,020 for fiscal year 2006. EDR's total budget of \$1,194,785, including general and special funds, represents less than half of one percent of the state's current annual salary commitment in classified service.

# Agency Strategic Plan

## *Department of Employment Dispute Resolution*

---

### **Major Initiatives and Related Progress**

EDR is exploring and developing additional early intervention, communications and informational tools to assist employees and agency management in addressing workplace conflict at the earliest opportunity, with an emphasis on prevention:

- **Training/Instruction:** EDR is working to expand the reach of its training and instruction on the prevention, management and resolution of workplace conflict, to serve more employees, by (i) developing a statewide network of master trainers on workplace conflict management; (ii) using the new web-based Learning Management System developed in partnership with DHRM and other state agencies; (iii) launching a "Learning Center" on its web site; (iv) partnering with VCU's Office of Public Policy Training to provide training segments for state managers and supervisors; and (v) bringing regional open registration training to employees and agencies.

- **Alternative Dispute Resolution (ADR):** in addition to its workplace mediation services (two-party and group), EDR has begun providing workplace facilitation and coaching services to agencies on a limited pilot basis. Also, in partnership with the Interagency ADR Advisory Council, EDR is working to expand the number of available state employee ADR practitioners (e.g., mediators, facilitators, conflict coaches) by creating a shared pool of ADR practitioners across agencies, with cross-training in the various ADR processes and agency applications. As a result, an EDR workplace mediator would be trained to serve in, for example, another agency's consumer/business ADR program, and vice versa, thus enlarging and enriching the available pool of state employee ADR practitioners that may be shared by agencies.

**Communications:** to help ensure that state employees and agency management know about EDR's services, and are comfortable using them, EDR is developing communications materials -- such as printed materials, a table top exhibit, and downloadable information posters -- to inform constituents of its purpose and services. EDR is also continuing its practice of seeking input from stakeholders on service needs, service delivery, and process enhancements.

**Data & Analysis:** in partnership with DHRM and other agencies, EDR recently upgraded its former paper-based data collection process on employee grievances to a web-based process. EDR and DHRM are currently finalizing an automated data collection process on employee disciplinary actions. EDR has also recently integrated its internal Access data collection systems for its rulings, hearings and AdviceLine functions, allowing for comparative analyses across these functional lines. In addition, EDR plans to compare its internal data with the employee relations information housed on DHRM's database in order to identify evolving trends. Final enhancements and reporting features are now being addressed.

### **Virginia Ranking and Trends**

EDR has researched the issue, but is unaware of any national rankings for service performance and productivity among workplace conflict management, dispute resolution, and/or employment relations management agencies or organizations. We note, however, that in early 2005, the Commonwealth's human resources management system, for which EDR serves a significant role, tied for second place among all states in the nation in a study conducted by Governing magazine's Government Performance Project.

# Agency Strategic Plan

## Department of Employment Dispute Resolution

---

### Customer Trends and Coverage

State government employees and agencies constitute EDR's customer base.

#### COVERAGE:

All state employees, regardless of classification or governmental branch, may use EDR's AdviceLine, training, and mediation services; however, EDR's primary customers are within the state's executive branch. Further, with limited exceptions, only classified employees in the executive branch of state government may use the grievance procedure, once they have completed their probationary period. There are approximately 92,800 salaried full-time employees and agencies within the executive branch. EDR believes it reasonable to assume that not all employees will require EDR's dispute resolution services in any given year. However, EDR provided direct conflict management and dispute resolution services to 4113 employees in FY 2005. Services were provided to employees in 64 of the 97 executive branch agencies. In addition, EDR provided direct services to employees in numerous other state agencies outside the executive branch. EDR believes that number of employees served indicates that not all state employees are aware of EDR services.

#### KEY TRENDS:

**Aging Workforce:** The overriding trend for EDR's customer base is that it is aging. Between May 1991 and June 2004, the number of classified employees 60 years of age or older increased by approximately 44%; the number 65 years or older, 84%; and the number 70 years or older, 101%. Currently, only 10.7% of Virginia's classified employees are less than 30 years old. Along with rising age, EDR's customer base could also be expected to mirror the rising incidence of disability that appears within the general public as individuals age. As the average age of the state's workforce increases, one might expect that age and disability related issues may become more prevalent among the issues addressed through EDR's workplace dispute resolution services.

**New employment flexibilities and relationships:** The traditional "stovepipe" hierarchy that once characterized the state agency workplace is changing, as more interagency and public-private partnerships are created to increase governmental efficiencies. In addition, the workplace at state institutions of higher education will be changing as a result of increased autonomy and flexibility granted by new legislation. Further, other statutory and policy changes are paving the way for more telecommuting and part-time classified work arrangements. As a result, the traditional management chains of command and exclusively on-site work stations, through which employment terms, conditions and actions have been effectuated in the past, may be altered over time, to varying degrees, within significant sectors of the state workforce. EDR expects that as such changes take place, there will be new issues and opportunities to address in preventing, managing, and resolving workplace disputes.

**ADDENDUM WITH STATISTICAL DATA RELATED TO KEY TRENDS:** (NOTE: Where available, June 30, 2005 data is used. If unavailable, information is derived from the Department of Human Resource Management's 2004-2005 State Workforce Planning Report, which included data through June 30, 2004.)

#### Employment:

According to the 2004-2005 State Workplace Planning Report, in the 14 years since June 30, 1990, the FTE total number of state employees increased from 108,132 to 112,455. This represents an increase of 4.0%, or 0.28% per year. However, total Full Time Equivalent (FTE) employment dropped from 115,361 to 112,455, or 2.5%, between December 31, 2001 and June 30, 2004. Among all Branches of government, the number of salaried employees decreased 2.7%, to 97,614; temporary employees decreased by 1.3%, to 14,841. Employment declined in all but two Cabinet Secretarial areas.

#### Gender:

There has been little change in the gender distribution of the classified workforce between May 1991 and June 2004. In May 1991, 52.6% of the employees were female and 47.4% were male. By June 30, 2005, the percentage of female employees increased slightly to 53.3% and the percentage of male employees decreased to 46.7%.

# Agency Strategic Plan

## *Department of Employment Dispute Resolution*

---

### Race:

The distribution of classified employees by race has changed slightly since May 1991. On that date, 70.3% of the employees were Caucasian, 28.0% were African American, 0.6% Hispanic, 0.9% Asian, and 0.2% Native American. By June 30, 2005, the percentage of Caucasian employees had dropped to 67.6%, while the percentage of African American increased to 29.1%, Hispanic 1.2%, and Asian 1.8%. The Native American increased to 0.3%.

### Age:

In May 1991, the average age of classified employees was 41. By June 30, 2004, the average age of classified employees had risen to 45.4 years. The number of classified employees 60 years old or older increased by 43.8% between May 1991 and June 2004. The number 65 years old or older increased from 735 to 1,355 (84.4%) and the number 70 years old or older increased from 132 to 265 (100.8%). As of June 30, 2005, only 10.7% of classified employees were less than 30 years old.

### Disability:

While the 2004-2005 State Workplace Planning Report does not provide statistics on disability, the 2000 U.S. Census Report showed, not surprisingly, disability rising with age. Among Americans aged 16 to 64 in the civilian non-institutionalized population, 19.6 percent of men and 17.6 percent of women reported one or more disabilities. Among people 65 and older, the disability rate was 43.0 percent for women and 40.4 percent for men.

### Skills:

Skill requirements for state jobs are increasing. There are only 51.9% as many Office Support Staff in 2004 as there were in 1991 and only 48.0% as many Maintenance and Service Workers. These decreases are primarily a result of new technology and outsourcing. The greatest growth has been in the Professional category, increasing from 15,971 to 20,346. The Commonwealth recently initiated the Managing Virginia Program (MVP) which mandates that all state supervisors and managers receive comprehensive management and leadership training.

### Laws:

Va. Code §§ 56-575.1 through -575.16, the Public-Private Education Facilities and Infrastructure Act of 2002, enables state agencies to develop innovative public-private partnerships through solicited and unsolicited proposals for projects for which a public need exists.

Va. Code § 2.2-2817.1 sets a goal of having not less than 25% of the eligible state government workforce participating in alternative work schedules by July 1, 2009. This Code section, coupled with § 2.2-203.1, authorizes agency heads to designate positions appropriate for telecommuting.

# Agency Strategic Plan

## Department of Employment Dispute Resolution

---

### **Future Direction, Expectations, and Priorities**

Continue as Safety Net for Equitable Employment Actions: Through its neutral, independent administration of the state employee grievance procedure, EDR will continue to ensure that merit and objectivity are the basis for employment actions, and that the responsibilities and rights of state employees and agency management are observed and affirmed.

Pilot and Advance Early Interventions to Prevent, Manage, & Resolve Workplace Conflict: With interested agencies and employees, EDR plans to pilot new ways to empower state employees to find solutions to their own workplace conflicts early on, before problems escalate. Early intervention approaches will include (but will not necessarily be limited to) increased training of state employees in conflict management skills, more routine use of work group facilitations and individualized coaching, and workplace mediation. Given its small staff, EDR expects to achieve progress in the use of early intervention approaches through continued partnering with other public agencies and private sector resources to develop the necessary capacity to carry out these initiatives.

Reach Customer Base Through Better Communications: Although no empirical data exists, repeated anecdotal data and experience suggests that large segments of the state workforce -- employees and agency management -- are unaware of EDR and its services. To help ensure that state employees and agency management know about EDR and its services, EDR will seek to engage in more outreach with its customer base through printed communications, enhancements to its web site, and regional training opportunities. EDR will continue to seek periodic feedback from its user groups so that its services will continue to meet the needs of the state's workforce.

Analyze Trends with Better Data: EDR's enhanced data systems, currently under development, should lead to more comprehensive analyses of employment dispute resolution trends, as well as the impact of early intervention approaches to workplace conflict.

### **Impediments**

Severe staffing and funding cuts limit EDR's ability to step aside from its daily service delivery responsibilities in order to comprehensively review, pilot, and implement innovations.

Many state employees are unaware of EDR and its services, and even if they are aware, they are reluctant to use these services due to fear of reprisal or negative perception.

State supervisors and managers are largely untrained in conflict competencies and often uninformed about EDR's neutral role in resolving employment disputes. In addition, managers often lack an understanding of the benefit and effectiveness of early dispute resolution processes in resolving disputes and avoiding potential litigation.

EDR lacks ongoing in-house IT expertise for its services data base development and maintenance, functions not covered by VITA.

## **Agency Background Information**

### **Statutory Authority**

EDR's enabling legislation is set forth in Title 2.2, Chapter 10 of the Code of Virginia (Va. Code § § 2.2-1000 and 1001. These provisions mandate EDR to:

- Provide a comprehensive program of employee relations management that includes alternative processes for resolving employment disputes
- Establish and administer the state employee grievance procedure
- Establish and administer a statewide workplace mediation program

# Agency Strategic Plan

## Department of Employment Dispute Resolution

---

- Provide a toll-free telephone number to provide information and guidance to state employees on workplace conflict resolution
- Provide training for agency human resources and supervisory personnel
- Publish hearing officer decisions and Departmental rulings in grievances
- Investigate allegations of retaliation
- Collect data on the use of the grievance procedure and the effectiveness of employee relations management in state agencies
- Make recommendations to the Governor and the General Assembly to improve the grievance procedure and employee relations management.

The State Grievance Procedure is established in Title 2.2, Chapter 30 of the Code of Virginia (Va. Code §§ 2.2-3000 through 2.2-3008). These provisions:

- Require state agencies to
  - train supervisory personnel in the grievance procedure, personnel policies and conflict resolution, and evaluate supervisors on their effectiveness in employee relations management
  - promote EDR's services and familiarize employees with their grievance rights
  - cooperate with EDR retaliation investigations
  - participate in the mediation program(Va. Code § 2.2-3000(B))
- Require EDR to monitor the above agency activities with respect to the above duties (Va. Code § 2.2-3000(C))
- Establish state employee coverage and exemptions under the grievance procedure (Va. Code §§ 2.2-3001 and 3002)
- Establish broad parameters for the grievance procedure's management levels and independent hearings, including relief that may be granted by an EDR hearing officer (Va. Code §§ 2.2-3003, 3004, and 3005)
- Establish administrative and judicial review of EDR hearing officer decisions (Va. Code § 2.2-3006)

### **Customer Base:**

Customer Description	Served	Potential
Primarily executive branch agencies	64	97
Primarily executive branch employees (approx. number of FTE salaried)	4,113	92,844

# Agency Strategic Plan

## *Department of Employment Dispute Resolution*

---

### **Anticipated Changes In Agency Customer Base:**

State government employees constitute EDR's customer base. Key trends affecting this base include:

**Aging Workforce:** The overriding trend for this customer base is that it is aging. Between May 1991 and June 2004, the number of classified employees 60 years of age or older increased by approximately 44%; the number 65 years or older, 84%; and the number 70 years or older, 101%. Currently, only 10.9% of Virginia's classified employees are less than 30 years old. Along with rising age, EDR's customer base could also be expected to mirror the rising incidence of disability that appears within the general public as individuals age. As the average age of the state's workforce increases, one might expect that age and disability related issues may become more prevalent among the issues addressed through EDR's workplace dispute resolution services.

**New employment flexibilities and relationships:** The traditional "stovepipe" hierarchy that once characterized the state agency workplace is changing, as more interagency and public-private partnerships are created to increase governmental efficiencies. In addition, the workplace at state institutions of higher education will be changing as a result of increased autonomy and flexibility granted by new legislation. Further, other statutory and policy changes are paving the way for more telecommuting and part-time classified work arrangements. As a result, the traditional management chains of command, and exclusively on-site work stations, through which employment terms, conditions and actions have been effectuated in the past, may be altered overtime, to varying degrees, within significant sectors of the state workforce. EDR expects that as such changes take place, there will be new issues and opportunities to address in preventing, managing, and resolving workplace disputes.



# Agency Strategic Plan

## *Department of Employment Dispute Resolution*

---

### **Agency Partners:**

#### **Department of Human Resource Management (DHRM)**

EDR provides several employment dispute resolution courses that will be included in the Core Curricular for DHRM's Managing Virginia Program (MVP), a comprehensive mandatory management and leadership training program for all state supervisors and managers.

EDR has worked with DHRM to ensure that all EDR dispute resolution courses count toward certification for (1) DHRM's Human Resource Institute (HRI) program, which provides Commonwealth human resource professionals with the means to enhance their professional knowledge, skills and abilities; and (2) the Virginia Certified Public Manager (VaCPM) program, a broad-based management development program providing public professionals with training to maximize the effectiveness of government organizations.

EDR is collaborating with DHRM on the development of on-line versions of EDR dispute resolution courses for inclusion in the Commonwealth's Learning Management System (LMS), a central storehouse of training data which will allow Commonwealth employees to engage in remote learning via the internet.

EDR's Training Coordinator serves on DHRM's Virginia Training and Development Advisory Council, which provides recommendations regarding the direction of future training for Commonwealth employees.

EDR is working with DHRM in the development of a comprehensive monitoring and data collection system that will allow the Commonwealth to monitor various aspects of employee relations activities.

EDR presents dispute resolution seminars at annual DHRM-hosted Human Resource Leadership Conferences.

#### **University of Virginia School of Law**

EDR refers interested state employees to the University of Virginia School of Law, which provides eligible employees with law student advocates to assist them in presenting their cases at grievance hearings.

#### **Virginia Commonwealth University's Office for Public Policy Training (OPPT)**

EDR has recently been included in OPPT training programs including (1) the Commonwealth Management Institute (CMI), a professional development program for Virginia's mid-level managers; and (2) the Virginia Supervisory Institute (VSI), a training program designed for experienced front-line supervisors in state, federal, and local government.

#### **Virginia Council on Human Resources**

The EDR Director serves as an Ex-officio member of the Virginia Council for Human Resources, an advisory council to the Governor, the Department of Human Resource Management, and EDR on all personnel administration matters, including but not limited to employee relations management and communications.

# Agency Strategic Plan

## Department of Employment Dispute Resolution

---

### **Agency Products and Services:**

#### **Current Products and Services**

Consulting: EDR provides the toll-free AdviceLine, through which all Commonwealth employees, including agency managers, may seek confidential guidance on preventing and resolving workplace conflict, as well as information on employment rights and responsibilities.

Training: EDR offers a variety of training courses on subjects such as conflict management, mediation, discipline, and the grievance procedure.

Conflict Coaching: Conflict coaching is a one-on-one process in which EDR provides informal, individualized guidance and instruction on improving conflict management skills. (This service is currently provided on a limited, pilot basis only.)

Mediation: EDR administers the Commonwealth's workplace mediation program, a voluntary, confidential process through which neutral third parties (mediators) assist employees in conflict with exploring their differences and developing their own solutions to workplace concerns. Mediation occurs between two or more parties, and can be provided to groups of employees.

Group Facilitation: Group facilitation differs from group mediation primarily in that the facilitator takes a more active and directive role in the process. (This service is currently provided on a limited, pilot basis only.)

Grievance Procedure: EDR manages the Commonwealth's grievance procedure, a process that allows state employees to bring their workplace concerns to the attention of upper management, and in some cases, to present their concerns to an independent hearing officer.

Employee Relations Data Collection: EDR collects a comprehensive body of employee relations data focusing on workplace dispute prevention and resolution activities within the executive branch.

#### **Factors Impacting Agency Products and Services**

- EDR's staff (13 full-time salaried employees and one temporary, part-time wage employee) is relatively small compared to the total number of state employees. For example, as of June 30, 2004, there were 92,844 full-time equivalent (FTE) salaried state employees in the executive branch, resulting in a ratio of 1 full-time EDR employee to every 7,142 employees.
- Following the severe staffing and funding cuts in 2002, EDR's ability to develop new services and provide outreach programs has been limited. Likewise, EDR's opportunities to step aside from daily service delivery responsibilities to review and implement innovations has been hampered.
- Many state employees are unaware of EDR and its services, and even if aware, they are reluctant to use these services due to fear of reprisal or negative perception.
- State supervisors and managers are largely untrained in conflict competencies and often uninformed about EDR's neutral role in resolving employment disputes. In addition, managers lack an understanding of the benefit and effectiveness of early dispute resolution processes in resolving disputes and avoiding potential litigation.
- Assuming EDR were able to raise awareness of its services among employees, EDR's ability to provide direct services to a significantly larger number of employees is questionable, given its low staffing levels. Restoration of funding for all or a portion of EDR's three staffing FTEs lost in 2002 would help bridge this gap. Just as important, it will be critical for EDR to take a leadership role in partnering with other state agency training and alternative dispute resolution (ADR) resources, as well as with other public and

# Agency Strategic Plan

## Department of Employment Dispute Resolution

---

private sector organizations outside the state, in seeking to develop a range of conflict prevention services for the state's workforce.

### Anticipated Changes in Agency Products and Services

- EDR plans to expand the array of early intervention conflict management tools available to Commonwealth employees, for example, through the increased use of facilitation and conflict coaching, now being piloted.
- EDR anticipates providing employees with enhanced opportunities for learning and developing workplace conflict management skills through the use of multimedia training methods, including on-line courses.
- EDR intends to raise the number of employees receiving workplace conflict training by providing increased and more comprehensive training to existing trainers in other executive branch agencies, resulting in a statewide group of "master trainers" in workplace conflict management and dispute resolution.
- The success of the above initiatives will rely upon the degree to which EDR can successfully identify funding and partnering resources within and outside state government.

### Agency Financial Resources Summary:

EDR's funding comes from general funds (79%) and special funds ( 21%), the latter of which are generated primarily by fees paid by state agency parties to grievance hearings.

	Fiscal Year 2007		Fiscal Year 2008	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$943,020	\$251,765	\$943,020	\$251,765
Changes To Base	\$153,352	\$21,587	\$132,750	\$21,587
AGENCY TOTAL	\$1,096,372	\$273,352	\$1,075,770	\$273,352

### Agency Human Resources Summary:

#### Human Resources Overview

As of July 1, 2005, the Department of Employment Dispute Resolution has an authorized FTE level of 18 employees (12 generally funded and 6 specially funded), but currently has only 13 full-time salaried employees. Of those 14 employees, 12 are in full-time classified positions (9 of which are generally funded and 3 are specially funded), one is in the at-will Director position, and one is a temporary wage employee. EDR's office is located in Richmond.

# Agency Strategic Plan

## Department of Employment Dispute Resolution

---

### Full-Time Equivalent (FTE) Position Summary

Effective Date:	7/1/2005
Total Authorized Position level .....	18
Vacant Positions .....	5
Non-Classified (Filled).....	1
Full-Time Classified (Filled) .....	12
Part-Time Classified (Filled) .....	0
Faculty (Filled) .....	0
Wage .....	1
Contract Employees .....	0
Total Human Resource Level .....	14

### Factors Impacting Human Resources

- Retention of highly competent staff: The agency must have funds available to recruit and retain a qualified staff. In addition, the agency must have funds to maintain the competencies of its current staff and to provide them with financial incentives to remain at the agency. For example, EDR wants to attract and retain experienced attorneys, with the knowledge, skills, and abilities to render thorough, well-reasoned rulings and conduct grievance hearings and issue decisions in a timely manner. The DHRM Director reported in January 2004, average state salaries for attorneys are 77.56% below the mean for private industry, which Watson-Wyatt places at \$81,000.
- Steady Demand for services with fewer staff: In FY03, due to budget reductions, three positions were eliminated: two Consultants (Human Resource Analyst II, Position Nos. 00009 and 00011) and one Deputy Director (General Administration Manager III, Position No. 00013). Since this is a much smaller agency now, all of our full-time positions are key positions, which creates challenges in planning for any kind of absences (long term illnesses and disabilities), vacancies and retirements.
- Offering ongoing specialized training: EDR will have to maintain its commitment to offering specialized training to keep its staff proficient in their respective fields.

### Anticipated Changes in Human Resources

The agency must be able to change focus and strategies every four years as a result of change in Administration and, to some extent, each year due to new legislation.

### Agency Information Technology Summary:

#### Current State / Issues

- EDR maintains a networked, server-based system consisting of fifteen desktop and five laptop computers. EDR recently upgraded the operating systems on all desktops and one server. In addition, Virginia Information Technologies Agency (VITA) recently assumed the management of EDR's e-mail communications.
- EDR maintains a website which may be accessed at [www.edr.virginia.gov](http://www.edr.virginia.gov). The EDR website houses information on EDR services, downloadable forms, and contact information. In addition, the website publishes all EDR hearing decisions and administrative rulings in a searchable format.
- EDR has developed a web-based grievance activity reporting system, which allows state agencies to enter grievance data via the Internet, eliminating the former paper-based system.
- EDR continues to develop and refine its internal Access database of consulting, hearing, and

# Agency Strategic Plan

## Department of Employment Dispute Resolution

administrative ruling information. Originally, this data was maintained in three separate databases. The current system, which houses all information in a single system, will allow comparative analyses across these functional lines.

### Factor Impacting Information Technology

- As EDR constituents continually upgrade their computer systems, EDR will be forced to upgrade its system in order to continue to provide high quality services to its users.
- IT costs may rise as a result of VITA administrative fees; similarly, new VITA requirements may take additional time on the part of EDR's staff.
- EDR has only 13 full-time staff, none of which has the IT programming or design expertise needed to build and maintain EDR's data collection and reporting capabilities. Nor does VITA provide services that EDR could purchase for agency-specific programming needs. EDR has relied on temporary, part-time wage employees and the Department of Human Resource Management (DHRM) IT staff, as available, to assist with its Access and web-based systems, but to assure continuous service in this area, EDR is seeking a personnel-sharing agreement with DHRM and other agencies having similar needs.

### Anticipated Changes / Desired State

- EDR will need to upgrade certain obsolete applications.
- EDR plans to overhaul its website to better serve constituents. Goals are increased awareness of EDR services and improved website navigation.
- EDR is working with DHRM to make all EDR training courses available online through DHRM's Learning Management System (LMS) portal system. The LMS should reduce training costs while improving training coverage.
- EDR's internal Access database is more than 70% complete. EDR plans to consolidate its two remaining databases into the single enterprise database. This will allow conformity in reporting statistical information and enhanced customization of reports.

### Agency Information Technology Investments:

	<u>Cost-Fiscal Year 2007</u>		<u>Cost-Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Major IT Projects	\$0	\$0	\$0	\$0
Non-Major IT Projects	\$0	\$0	\$0	\$0
Major IT Procurements	\$0	\$0	\$0	\$0
Non-Major IT Procurements	\$0	\$0	\$25,000	\$0
<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$0</b>

### Agency Capital Investments Summary:

#### Current State / Issues

EDR does not have a capital budget.

#### Factors Impacting Capital Investments

#### Capital Investment Alignment

# Agency Strategic Plan

## Department of Employment Dispute Resolution

---

### Agency Goals

#### **Goal #1:**

*Provide state employees and agencies with a range of equitable and effective services -- including the grievance procedure, mediation, training and consultation – to prevent, manage and resolve workplace disputes.*

#### **Goal Summary and Alignment:**

Providing these services will help state employees and agencies create a positive, productive workplace, where conflict is addressed constructively, at the lowest level and earliest opportunity, allowing employees to focus on service excellence.

#### **Statewide Goals Supported by Goal #1**

- Be recognized as the best-managed state in the nation.